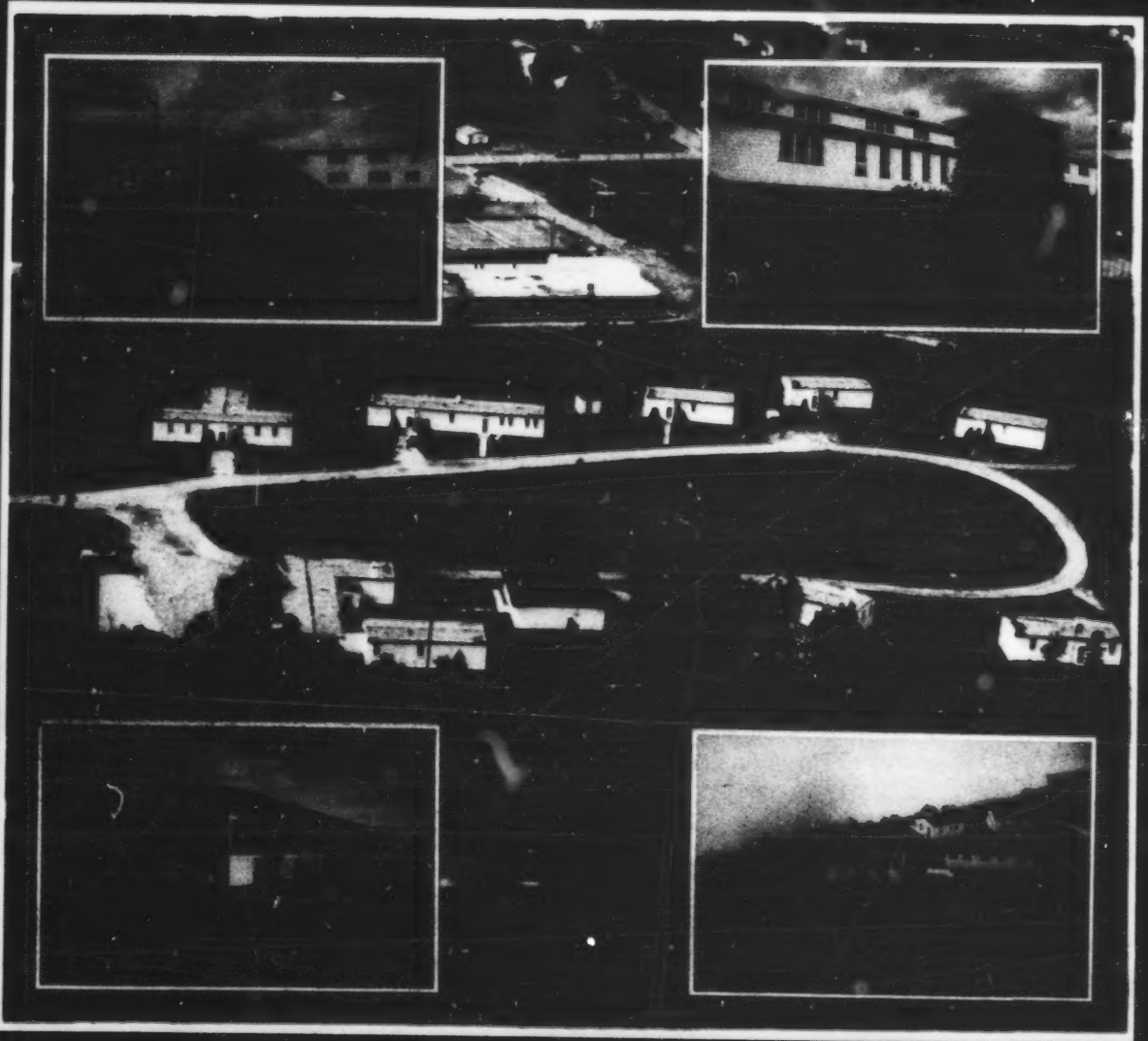
STRATEGIC PLAN 1991 TO 1995

Forestry Canada - Newfoundland and Labrador Region



Forestry Canada

Forêts Canada

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STRATEGIC PLAN 1991 TO 1995

FORESTRY CANADA
Newfoundland and Labrador Region

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Executive Summary

The Canadian forestry sector faces a number of challenges in the next decade including increasing international competition, a changing domestic resource base, and a growing public demand for environmental protection within the context of sustainable development. Forestry Canada will provide national leadership in responding to these challenges through strategic initiatives in scientific research and development, technology transfer, forest sector development, policy analyses, and communications.

Forestry Canada, Newfoundland and Labrador Region (ForCan - NLR), is the principal federal agency in the forest sector of Newfoundland and Labrador. Forests are a complex renewable natural resource with multiple benefits and strong economic, social, environmental and institutional interrelationships. Given these resource characteristics, a critical need exists for strategic planning to ensure our programs address key forest sector issues.

ForCan - NLR is structured around six business units reporting to the Regional Director General;

1. Forest Resources and Environmental Research and Technical Services,
2. Forest Protection Research and Technical Services,
3. Forestry Development,
4. Policy, Planning, and Economics,
5. Communications,
6. Finance and Administration

Approximately one-half of the total A-base person-years and operating budget at ForCan - NLR are allocated to the two research units.

ForCan - NLR programs of scientific research and development, technology transfer and communications, forest sector development, and advisory services will address five primary and five secondary strategic forest sector issues identified in 1988 in cooperation with key client groups. The **five primary issues** (where we will play a lead role with other agencies) relate to the environment, forest losses from pests, fire, and pollutants, wood supply, intensive management, and public information and technology transfer. These primary issues will form the major component of our programs.

The **five secondary issues** (where we will play a supportive role to other agencies) relate to forest land tenure, policy, industrial technology transfer, forest products and markets, and development of the Labrador forest.

All ten strategic issues are linked to national Forestry Canada thrusts. Each regional strategic issue has a broad objective and several expected five-year program achievements. Our programs are intended to a have a significant impact on the forestry sector in the region yet also contribute to national and international knowledge in forestry.

The current five year $64.3 million Federal - Provincial Cooperation Agreement for Forestry Development (CAFD) will expand intensive forest management and research in the province. In particular, the CAFD has increased funding for research and technology transfer among all regional forestry agencies by nearly $9.5 million. The Agreement funding provides a major opportunity for ForCan - NLR to strengthen certain ongoing research and initiate a significant number of new programs.

1.0 Introduction and National Overview

Forests have been important in the historical development of our country. The potential of forests to provide a wide range of economic, social, and environmental benefits over time is well-recognized. However, the Canadian forest sector faces three major challenges with the advent of the 21st century;

1) increasing international competition in forest products,

2) a changing forest resource base in Canada and,

3) growing public demands for more environmentally friendly forestry practices.

Forestry Canada will be guided by the principle of **sustainable development** in responding to these challenges. As defined in the Brundtland Commission report, development is "sustainable" if it meets the needs of the present generation without compromising the ability of future generations to meet their own needs. This concept considers the economic and environmental aspects of development in a regional, national, and global context. Relative to forestry, the concept encompasses the traditional philosophy of sustainable timber yield, while maintaining biodiversity and the flow of non-timber benefits such as wildlife and recreation.

1.1 Forestry Canada's Corporate Mission and Values

The federal government has been directly involved in forestry for nearly 100 years. The 1989 Department of Forestry Act created Forestry Canada as a separate department and reinforced the federal government's commitment towards the forest land base and forest sector. *Forestry Canada's national mission is to;*

Promote the sustainable development and competitiveness of the Canadian forest sector for the well-being of present and future generations of Canadians.

In pursuing this mission, *Forestry Canada recognizes and values* :

a) the strong attachment of Canadians to their forest heritage and concerns for the sustainable development of the resource,

b) the provision of excellent service to all our partners,

c) the knowledge, abilities, dedication, and cooperative effort of each employee which will enable the Department to fulfil its mission,

d) a working environment which will encourage individual creativity, productivity, and personal growth,

e) excellence in our work and rewards for excellence,

f) an attitude of respect, openness, responsibility, and responsiveness in our relations with each other, with the other participants in the forest sector and with the Canadian public - the owners of the forest resource.

1.2 National Strategic Thrusts

Forestry Canada will pursue its mission through four broad, national, strategic initiatives;

1) National Leadership

Provide national leadership in addressing the economic, social, and environmental issues facing the Canadian forest sector,

2) Forest Sector Development

Seek a long-term financial commitment for sustainable forest development in cooperation with the provinces, territories, industry, Indian Bands, and private woodlot owners,

3) Forest Environmental Quality

Promote the development of policies, programs,technology, and forestry practices which will improve environmental quality,

4) Science and Technology

Reinforce the department's leadership responsibilities in forestry research, and forge stronger and better coordinated science and technology partnerships with other research agencies and the private sector.

2.0 Regional Direction - Newfoundland and Labrador

2.1 Regional Profile

The province's forest sector represents a wide range of individuals and groups who interact with the forest resource. Included are public and private resource owners, various provincial and federal government agencies, the forest industry, and non-industrial forest users. In a broader sense, all residents have a stake in our forests; of the 6.5 million hectares of productive forest in the province, 96 percent are held under public ownership.

The area of the province (359,320 km^2) represents four percent of Canada and consists of Labrador on the mainland and insular Newfoundland. While Labrador accounts for 73 percent of the land base, the Island supports 95 percent of the total population of 580,000. The economy of the province is based largely on the extraction and processing of natural resources, most notably fish, minerals, and forests.

The province's forests are dominated by softwoods, principally black spruce and balsam fir. Labrador's productive forest area on inventoried lands is an estimated 3.6 million hectares, however, only 360,000 ha, with a volume of 53 million m^3 are economically accessible. Virtually all these forests are unalienated Crown-owned in mature to overmature age classes. The Island's productive forest area of approximately 2.8 million hectares supports a total merchantable softwood timber volume of 174 million m^3 plus a hardwood volume of 24 million m^3.

About 65 percent of the insular forests are under tenure to the forest industry. The forest industry, concentrated on the Island, is a cornerstone of the provincial economy, especially in rural areas. Three newsprint mills and associated logging activity dominate the industry, accounting for six percent of national newsprint production and 20 percent of all exports from the province. The balance of the industry includes more than 2,000 small independent sawmills and planing mills, and 80 converted wood product plants serving local markets. Direct and indirect forestry employment of 6,817

person-years represents 3.7 percent of the total employed labour force in Newfoundland. Total industrial wood requirements are approximately 2.5 million m^3 per year. Annual non-industrial wood requirements are an estimated 0.6 million m^3, primarily for fuelwood to 40 percent of all households in the province.

The multiple non-timber outputs provided by the forest also play a major socio-economic and environmental function in the province. In 1989, 23,879 big game, 47,837 small game, and nearly 21,159 inland fishery licenses were issued. More than 2.0 million visits occurred in Newfoundland's provincial and national parks in 1989.

2.2 Newfoundland and Labrador Region Mission, Clients, and Intended Program Impact

In compliance with the terms of union joining Newfoundland to Canada in 1949, the federal government established a forest research facility in 1950 in the provincial capital of St. John's. ForCan - NLR is one of six federal regional forestry centres and two national institutes in Canada. In addition to the regional headquarters in St. John's, our facilities include a research greenhouse in Mt. Pearl, seasonal field stations in western and central regions of the Island, and a research nursery in the western region. Over the past four decades, our activity has gradually evolved into complex research programs related to protection, resources, environment, and economics, and forest sector development, technology transfer, and communications.

The *mission* of the Newfoundland and Labrador Region (NLR) is to:

Enhance the economic, environmental, and social benefits from the forest resources in the region by:

1. *conducting world class research to produce scientific and technical knowledge on a wide range of forestry and environmental issues,*
2. *promoting forest sector development through federal/provincial forestry agreements and related programs,*
3. *disseminating scientific and technical information to meet client needs, and improving public awareness of forestry, and*
4. *providing strong scientific, technical and policy advisory services*

Our principal client groups are;

- provincial, federal, and private forestry-related agencies,
- educational institutions and the scientific community, and,
- the general public.

Our programs are designed to have a *significant impact* on the forest sector, primarily in the region, and contribute to national and international knowledge in forestry.

2.3 The Operating Environment and Planning Assumptions

During the next five years, a number of external influences will shape the operating environment and program direction at ForCan - NLR. These principal influences are:

1) Forest Resource Supply

The Island faces a commercial wood supply deficit because of uneven age class distribution of the forests caused by major losses to insect pests, fire and, until the 1970's, inadequate forest management. The supply deficit will remain a serious problem during the next few decades for several reasons.

First, public concerns over the environment will continue to grow. Pressure to increase the forest land base for recreation and habitat preservation, and reduce the environmental impacts of forest harvesting and processing, will constrain timber supply. Second, the cost of home heating (especially electricity) will continue to rise, thus increasing the pressure for domestic fuelwood, often in competition with pulpwood and sawlogs. Third, recycling of paper for newsprint production will not significantly offset the Island's timber supply problems given the province's small population and high cost of importing waste paper from larger urban centres on the mainland. These factors mean our programs must help clients address wood supply problems while protecting the environment.

2) Economic and Political Factors

The trend towards increasing global competition (including forest products) will continue to exert pressure on the industry in Newfoundland to improve productivity through innovations in forest harvesting, processing, and resource management techniques. The Newfoundland economy will remain heavily dependent upon the

export earnings of natural resource-based industries, particularly, fishing, minerals, and forestry, as well as the new Hibernia oil development. The current recession and high public debt limit the ability of both federal and provincial governments to tackle problems of high unemployment and underdevelopment in Newfoundland. The regular budgets of governments, including Forestry Canada, will continue to suffer in the face of this fiscal restraint. The result will be increasing pressure to fund our programs through partnerships with external clients, and by tapping other funding sources such as federal-provincial agreements and the new federal Green Plan.

3) Technological Factors

The globalization of information and information-technology, and the trend towards knowledge-based organizations will continue. We will need to keep abreast of new technologies and acquire state-of-the-art methods for producing and disseminating scientific knowledge, improving electronic networking, and increasing our internal productivity. In addition, our clients in the forest sector will place increasing pressure on us to find technological solutions for problems in forest management.

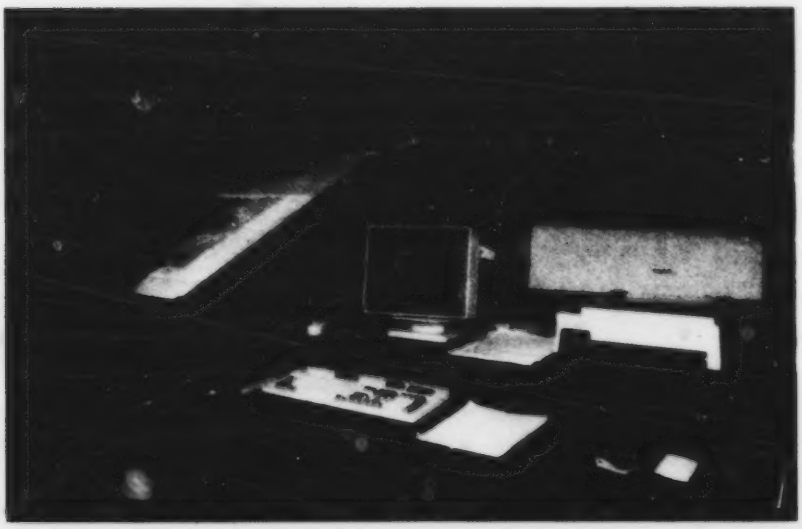
2.4 Regional Strategic Issues

Forestry Canada - NLR initiated a formal strategic planning process in 1988. With input from a cross-section of clients, a number of key regional strategic forest sector issues were identified and ranked.

The issues were grouped into five **primary** (those which we should play a lead role in addressing), and five **secondary** (those which we should play a supportive role to other agencies) categories. These groupings reflect the ranking of issues, provincial and federal government forestry mandates, and both current and anticipated NLR resource capabilities in the near future.

Primary Issues:

1. The effect of forestry practices on the environment,
2. The loss of forests from fire, insects, disease, and pollutants,
3. The uncertainty of wood supply,
4. An inadequate knowledge of intensive forest management practices and ecological processes,
5. Inadequate public information and technology transfer.



Secondary Issues:

6. Forest alienation to other uses,
7. The need to improve forest legislation and policy,
8. The inadequate use of new technology in forest harvesting and processing,
9. Limited diversity in forest products and insufficient information on market potential,
10. Lack of development of the Labrador forest.

3.0 Program Direction to 1995

3.1 General Program Thrusts

3.1.1 Research and Development

Scientific research and development is our core business. The current focus of research and development in the *Forest Resources and Environment* unit is on reforestation following disturbance. Over the next five years, research related to environmental issues and fire ecology will be strengthened. At the same time, we will continue to address problems related to intensive forest management practices and ecological processes but with increased attention given to *managed stands*.

Research and development in *Forest Protection* is currently concentrated on pest biology in mature stands. The Forest Insect and Disease Survey (FIDS) project is also a primary component of the program. During the next five years, program emphasis will gradually be enhanced in *managed stands*. More specifically, we will emphasize; a) early detection of forest pests using new technology, b) linking an improved forest pest data base with the provincial GIS, c) research on cone, seed, and plantation pests, d) developing pest management systems, e) pest biology, and f) expanding R&D networks.

Economics research has concentrated on developing primary industry data bases and assessing the structure, conduct and performance of the wood industries sector in the province. This work will continue over the next five years. However, the program will increase R&D towards resource-based economic issues, such as integrating economics into pest management models, developing decision-making models for silviculture, and deriving estimates of non-timber values.

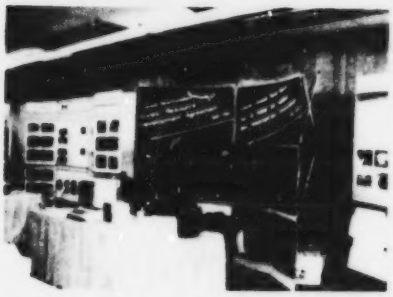
3.1.2 Forest Sector Development

Since 1974, the governments of Canada, and Newfoundland and Labrador have entered into three cost-shared forestry development agreements worth approximately $181 million. These agreements addressed Federal objectives of regional development in the forestry sector and Provincial goals of reducing forecast wood supply deficits through intensive management. The current $64.3 million Cooperation Agreement for Forestry Development (1990/91 to 1994/95) will address Provincial wood supply priorities as well as new Federal guidelines for improved planning, integrated resource management, increased research and development, expanded technology transfer, human resource development, and improved public awareness. The new agreement will increase levels of intensive forest management, improve forestry planning and inventory, and expand timber supplies from federal, private, and community forests. In addition, the agreement will increase funding of scientific research, development, and technology transfer among the federal and provincial governments by $9.5 million. We will continue to take a proactive role in forest sector development, employment creation, training, and linking development agreements with forestry R&D programs in the region.

3.1.3 Technology Transfer and Communications

Technology transfer and communications are integral components of all programs in the region and consequently are vital to the success of our organization. Traditional activities such as disseminating scientific and technical information, and the provision of advice to client groups will be maintained through an improved technology transfer model. Our staff will continue to participate in multi-agency committees and task forces related to forestry, respond to questions and requests from clients for technical information, and contribute to professional conferences and workshops. Over the next five years, communications services and products to the public-at-large will be delivered in a more strategic and systematic manner. To assist in these improvements, an extensive client survey and market research study will be conducted in 1991 to assess the adequacy of our current technology

transfer and communications programs, and recommend new marketing approaches.



3.1.4 Finance and Administration

Finance and administration play an important support function to all our programs. Support activities include financial management and information systems, the library, pay and benefits, maintaining the regional headquarters office and field stations, office services, purchasing of supplies, contract management, and word processing. In the past few years, substantial progress was made towards a key goal of computerizing many of these functions to improve efficiency and service to other staff groups. This goal will continue to be addressed in the next five years.

3.2 Five-Year Program Goals

For each of the 10 regional strategic forest sector issues, a broad objective and a number of five-year expected achievements are listed. These were identified by ForCan - NLR managers and professional staff following the strategic planning survey and workshop with key clients in 1988. Implicit in each of the achievements is a **technology transfer** component whereby the results of applied research and development are disseminated to clients through various media forms such as journal papers, articles, seminars, workshops, and interviews.

Primary Issues

Issue 1. The Effect Of Forestry Practices On The Environment

Objective : To identify forestry practices detrimental to the environment and develop guidelines to minimize the effects of such practices.

Expected Achievements by 1995

a) evaluate the FORCYTE model for balsam fir in western Newfoundland,

b) identify the impact of logging on moose carrying capacity,

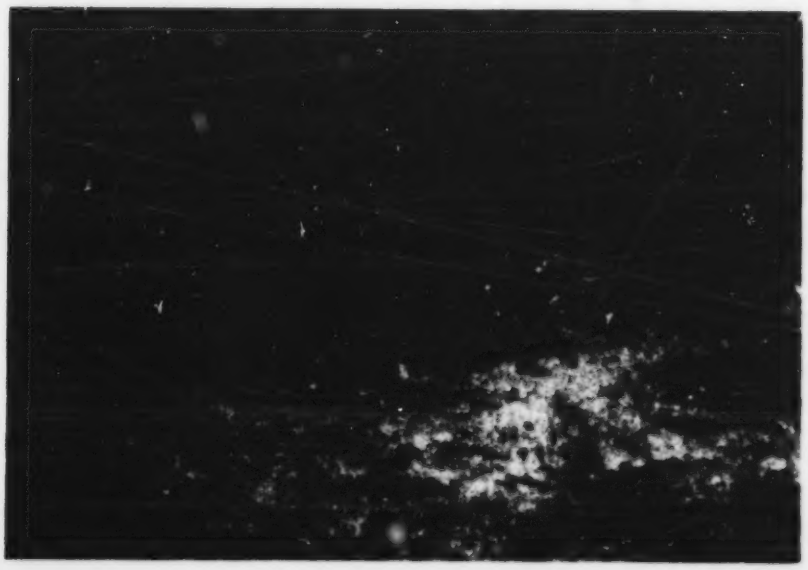
c) predict long term impacts of moose browsing on second growth forests in central Newfoundland, and develop guidelines for precommercial thinning,

d) quantify the major effects of selected forest pesticides on beneficial insects of the ecosystem,

e) develop and test a land sensitivity classification and terrain mapping system and prepare guidelines for reducing adverse site disturbance,

f) identify habitat suitability of second-growth forest for Pine Martin,

g) quantify environmental and hydrological impacts of whole-tree harvesting of white birch,



h) measure predictive capability of Forest Ecological Classification for bio- diversiy.

Issue 2. The Loss of Forests From Fire, Insects, Disease, and Pollutants.

Objective : To develop integrated management systems to reduce forest losses to an economically acceptable level.

Expected Achievements by 1995

a) contribute to the establishment of improved forest fire detection and suppression systems by forest management agencies,

b) detection, monitoring, assessment, and forecast of forest pest conditions annually using improved techniques, e.g. chemical attractants and remote sensing, particularly in forest improvement areas,

c) provision of data annually for provincial, interprovincial, and international pest quarantine to enhance trade of forest products,

d) define the biology; host pest relationship, including genetic variation, and damage for selected cone, seed, plantation, and regeneration pests,

e) define Armillaria spp. complex and hazard rating system for site conditions susceptible for damage in plantations, stand improvement areas, and insect damaged stands,

f) define the bionomics, chemical ecology, and host pest relationship of balsam woolly aphid, particularly for young, thinned stands,

g) determine the effect of weather and climate on the frequency, duration and severity of pest outbreaks, and on the seasonal development and fluctuation of pest populations,

h) develop effective and practical methods (emphasizing biological techniques) for managing populations of selected forest pests,

i) quantify the value of forest losses from fire and insects in relation to the costs of control over the past twenty years,

j) assess the effects of air pollutants on productive forests,

k) develop improved, comprehensive models to explain major fluctuation of populations of forest defoliators,

l) derive tree mortality and growth loss models for fir and spruce stands damaged by major defoliators,

m) quantify the biodeterioration of fir and spruce stands damaged and killed by insects, and the effect on product quality,

n) determine the role of secondary insects and diseases in the decline and mortality of fir and spruce stands damaged by major defoliators,

o) continue to develop and test a pest management support system for the hemlock looper.

Issue 3. The Uncertainty of Wood Supply

Objective : To assist forest management agencies in their efforts to quantify and ameliorate wood supply deficits.

Expected Achievements by 1995

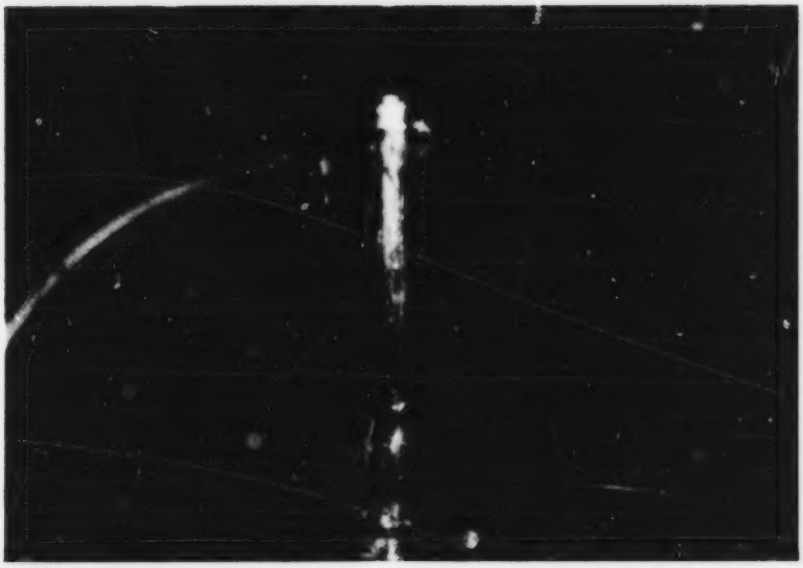
a) develop regeneration standards and survey methods for commercial softwood species,

b) develop stand density management models for commercial softwood species in natural systems,

c) select clones for short rotation biomass production,

d) develop improved growth and yield models for managed and unmanaged stands in cooperation with forest management agencies,

e) derive pest depletion estimates and models of wood density and



defects, growth loss, and tree mortality for commercial tree species by management unit or ecological regions,

f) develop energy flux models for assessing relative potential productivity of various forest sites,

g) develop a growth and yield model for red pine on poor sites.

h) develop a physiological model that can be used to assess the potential impacts of climate change.

Issue 4. An Inadequate Knowledge of Intensive Forest Management Practices and Ecological Processes.

Objective : To develop prescriptions and guidelines for silvicultural practices.

Expected Achievements by 1995

a) develop guidelines for effective use of fire for silvicultural purposes by forest management agencies,

b) develop a biological process model to evaluate silvicultural treatment effects on growth of commercial softwood stands,

c) develop guidelines for nursery planting stock type and quality of outplantings,

d) develop an exposure index for estimating the impact of wind on logged and unlogged areas,

e) develop a model of abiotic factors of decomposition and nutrient cycling in softwood humus,

f) develop a model of the relationship between soil- water movement and forest growth,

g) develop guidelines for harvesting and restocking of sites susceptible to Kalmia,

h) identify the micro-environmental parameters responsible for successful establishment and subsequent survival of softwood seedlings,

i) identify the effects on softwood growth of long term release from hardwood competition,

j) produce a site classification and interpretation manual for use in the field and produce guidelines which better match species to site for managed stands,

k) develop guidelines for afforestation of peatlands,

l) identify seed zones for commercial softwood species,

m) derive silvicultural prescriptions for stands susceptible to balsam woolly aphid,

n) establish prescriptions for seed production areas and seed orchards to minimize pest losses,

o) develop decision-making models for planning silviculture programs in cooperation with forest management agencies,

p) develop a vegetative classification system for disturbed forest sites,

q) develop guidelines for establishing nursing mixtures in plantations,

r) develop a model of the ecological role of wind on forests in a changing climate,

s) develop guidelines for early cone collection in spruces,

t) develop a GIS model for predicting succession on disturbed sites,

u) produce a geobotany-ecology textbook,

v) provide 324 certified silviculture workers for the provincial and national forestry labour force and silviculturally treat 10 000 hectares forest land.

Issue 5. Inadequate Public Information and Technology Transfer.

Objective : To enhance public awareness of forestry and related issues, and fulfil the needs of clients through technology transfer.

Expected Achievements by 1995

a) implement an improved process to solicit and evaluate public and/or client awareness and concerns of programs,

b) enhance public awareness of forestry issues and programs,

c) coordinate the development and implementation of an improved program of technology transfer to forest resource users,

d) establish a demonstration forest on federal lands as a model to promote integrated resource management and R&D, and innovative intensive management techniques,

e) conduct a series of client oriented workshops and seminars to address specific forest sector issues.

Secondary Issues

Issue 6. Forest Land Alienation to Other Uses.

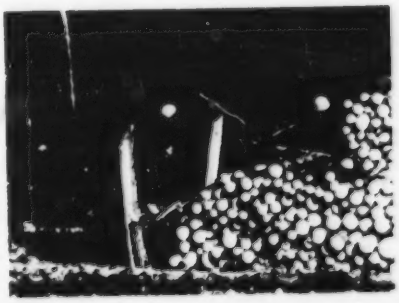
Objective : To develop decision-making tools for land use planning.

Expected Achievements by 1995

a) quantify major forest pest impacts on land-use with GIS compatible mapping systems of other resource agencies,

b) quantify the direct and indirect effects of commercial forestry activity on the provincial economy,

c) identify and value the major non-timber forest resource outputs.



Issue 7. The Need to Improve Forest Legislation and Policy.

Objective : To support appropriate government agencies in the development of policy and legislation affecting forest lands.

Expected Achievements by 1995

a) provide the necessary support as

and when required through short term research, policy analyses, and advisory services.

Issue 8. The Inadequate Use of New Technology in Forest Harvesting and Processing.

Objective: To promote advanced technology in wood harvesting and processing.

Expected Achievements by 1995

a) develop prescriptions for timely and cost efficient utilization of insect damaged softwood stands,

b) introduce advanced technology in wood harvesting and processing.

Issue 9. Limited Diversity in Forest Products and Insufficient Information on Market Potential.

Objective : To provide information on the feasibility of forest product diversification and potential markets.

Expected Achievements by 1995

a) identify the potential for producing and marketing new forest products,

b) develop data bases on forest product markets.

Issue 10. Lack of Development of the Labrador Forest

Objective : To provide information on the Labrador forest in support of anticipated socioeconomic development through the 1990 - 1994 federal/provincial Labrador Comprehensive Development Agreement. The following achievements are being addressed by the Provincial Department of Forestry and Agriculture and ACOA with support from ForCan - NLR.

Expected Achievements by 1994

a) assess the economic feasibility of transporting wood fibre from Labrador to the Island for use as pulp furnish,

b) complete an assessment of the Labrador forest inventory using satellite imagery,

c) develop guidelines for regeneration following natural and prescribed burns,

d) develop guidelines for optimal spacing in jack pine following planting,

e) compare the potential growth and performance of various planted and seeded tree species in western and coastal Labrador,

f) compare the performance of alternative site preparation equipment under various site conditions,

g) improve forest fire fighting capability through increased training,

h) develop a sawmilling and harvesting strategy for Postville,

i) complete a data base on forest harvesting and silviculture equipment and contractors in Labrador,

j) develop an environmentally sound harvesting strategy for the Lower Churchill River proposed flood area,

k) develop more cost-effective techniques for road-building,

l) develop forest planning and management guidelines based on environmental sensitivity of sites,

m) identify advanced harvesting systems used in other areas which have application in Labrador,

n) identify and evaluate the impact of forest insects in Labrador,

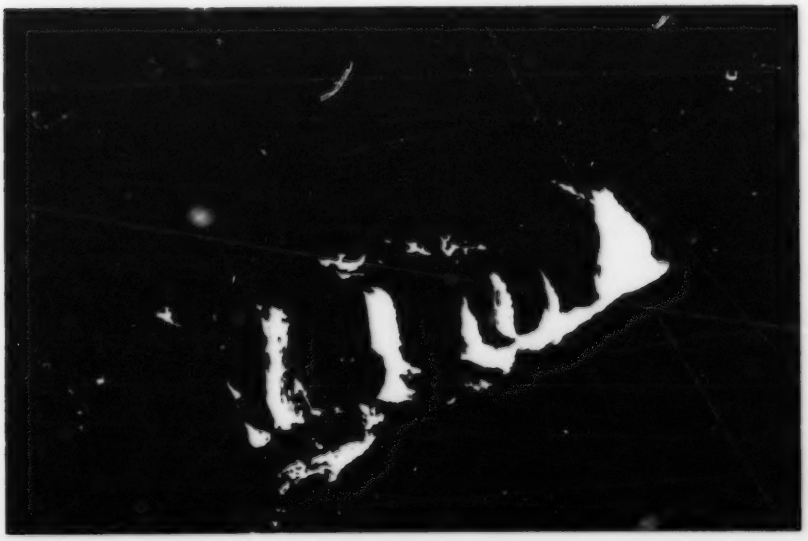
o) complete a cull survey of high demand commercial timber areas,

p) assess the feasibility of forest biomass energy in remote communities,

q) increase forest industry development and investment by promotion of the Labrador resource and infrastructure.

4.0 Management Challenges

Strategic planning involves change, or clarifying a direction for programs over the next five years based on key forest sector issues and client needs. However, in addition to addressing what we will do in terms of programs, products and services, strategic planning must also clarify how we will improve the way we perform as an organization. ForCan - NLR is committed to achieving excellence as an organization. We recognize that this goal can only be attained through our people. The function of management is to ensure our people can reach their personal and professional potential while making a significant contribution to the organization's mission. We will build on current progress attained in the past and undertake a number of new initiatives in the next five years to help us strive towards excellence.



We will continue to place a priority on training and development of **all** our staff, within fiscal limits. Our planning approach for human resource development will be improved to help facilitate this objective.

All supervisors will receive appropriate training in management techniques. The management committee will undertake specific training to improve individual management skills, and develop team learning skills. A management library will be established for use by all staff who wish to improve management skills through current literature and relevant video material. We will continue to improve our system of regional awards for excellence in individual and team performance, and where people make a special contribution to the organization outside of normal duties. We will also continue to nominate individuals for awards at the national level when justified.

We will strengthen internal communications between management and staff, and between individual units in our organization. One objective is to hold a short annual forum where each unit in the organization will have an opportunity to share what they do with all other staff. We will also improve communications between our region, headquarters, national institutes, and other regions within the

department. We will strengthen our efforts to promote teamwork, networking and partnerships in our programs. We will continue to seek opportunities to leverage external resources where possible. An emphasis will also be put on service, both internally, and with external clients.

The new departmental planning system will be implemented to assist management and staff in program planning and evaluation of performance.

The department's organizational values in the national strategic plan will be clarified and interpreted by all our staff to develop a set of regional core values which better reflect local views.

5.0 Summary

Forests are an important renewable natural resource in Newfoundland and Labrador. This strategic plan provides a framework for Forestry Canada to continue addressing key regional forest sector issues and broader national issues during the next five years.

Programs of scientific research, development, and technology transfer, forest sector development and communications will be responsive to changing needs of the federal government and key clients in the region.

We are committed to Forestry Canada's national mission of promoting sustainable development and competitiveness of the Canadian forest sector for the well-being of present and future generations of Canadians.